FIG. 1

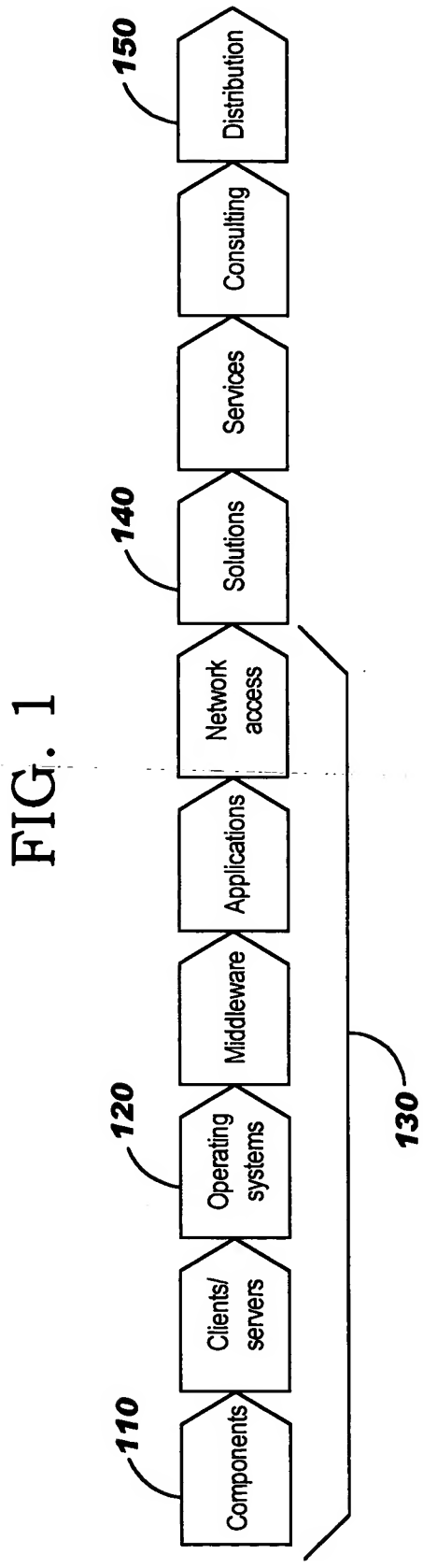

Components
Clients/ servers
Operating systems
Middleware
Applications
Network access
Solutions
Services
Consulting
Distribution
110
120
130
140
150

FIG. 2

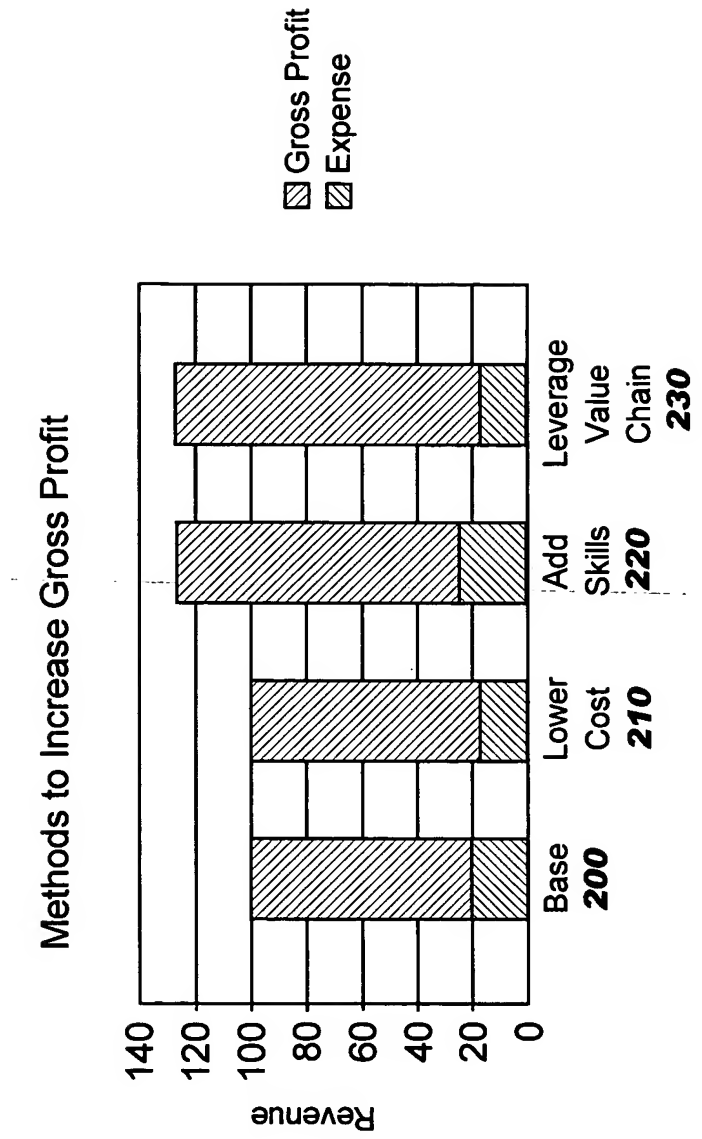
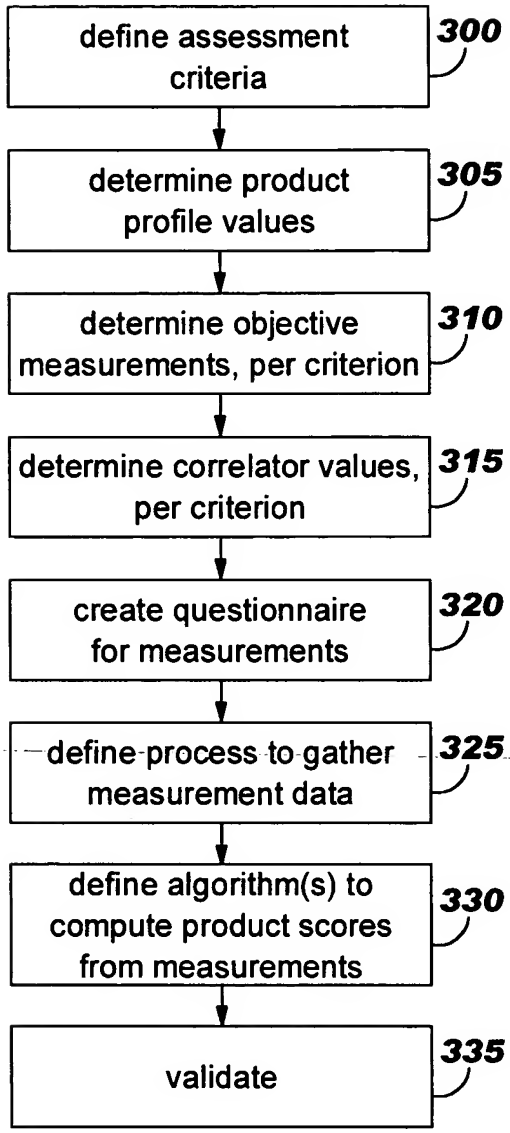

Methods to Increase Gross Profit
Gross Profit
Expense
Revenue
140
120
100
80
60
40
20
0
Base
200
Lower
Cost
210
Add
Skills
220
Leverage
Value
Chain
230

FIG. 3


define assessment criteria
300
determine product profile values
305
determine objective measurements, per criterion
310
determine correlator values, per criterion
315
create questionnaire for measurements
320
define process to gather measurement data
325
define algorithm(s) to compute product scores from measurements
330
validate
335

400

FIG. 4

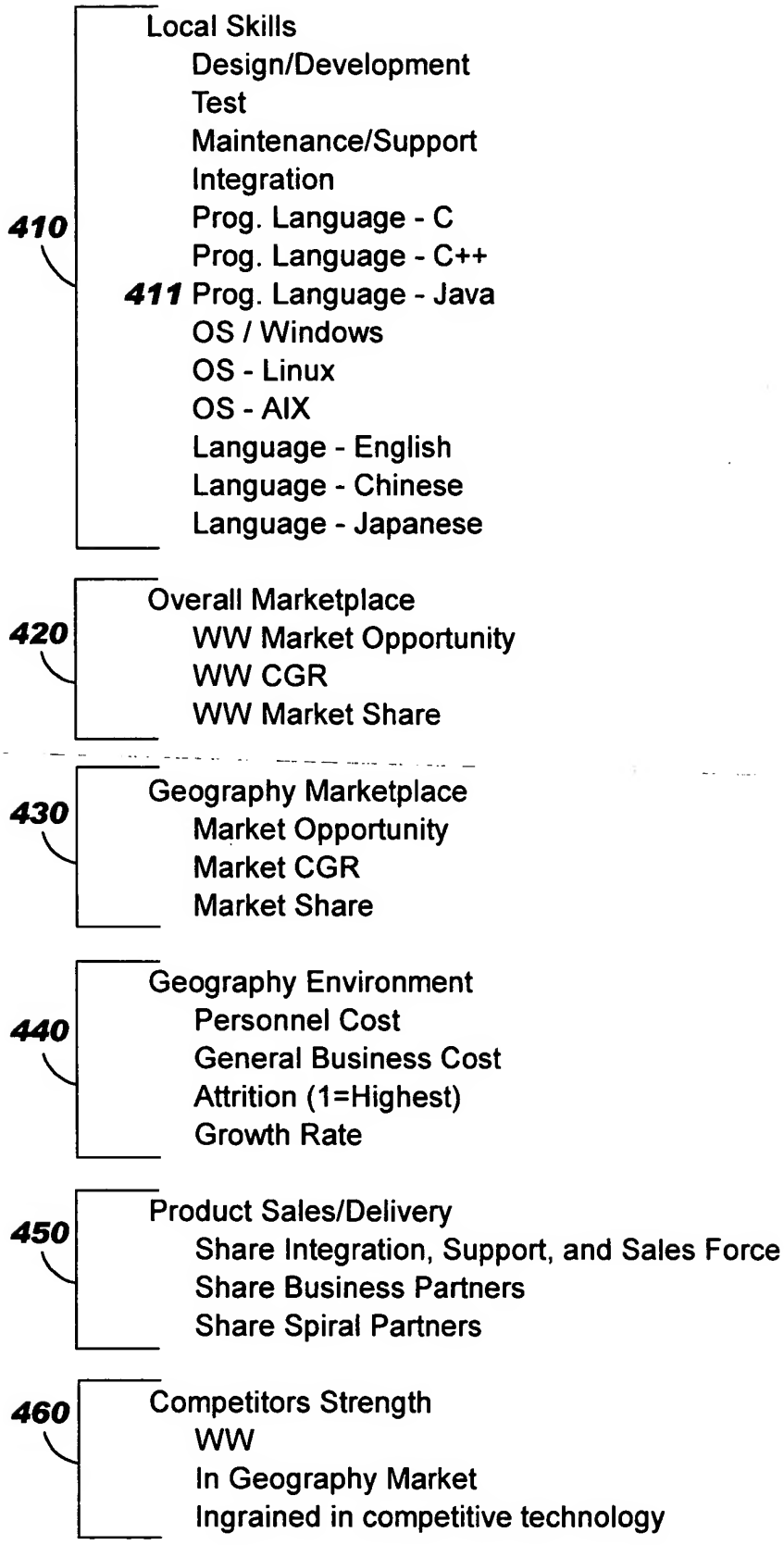
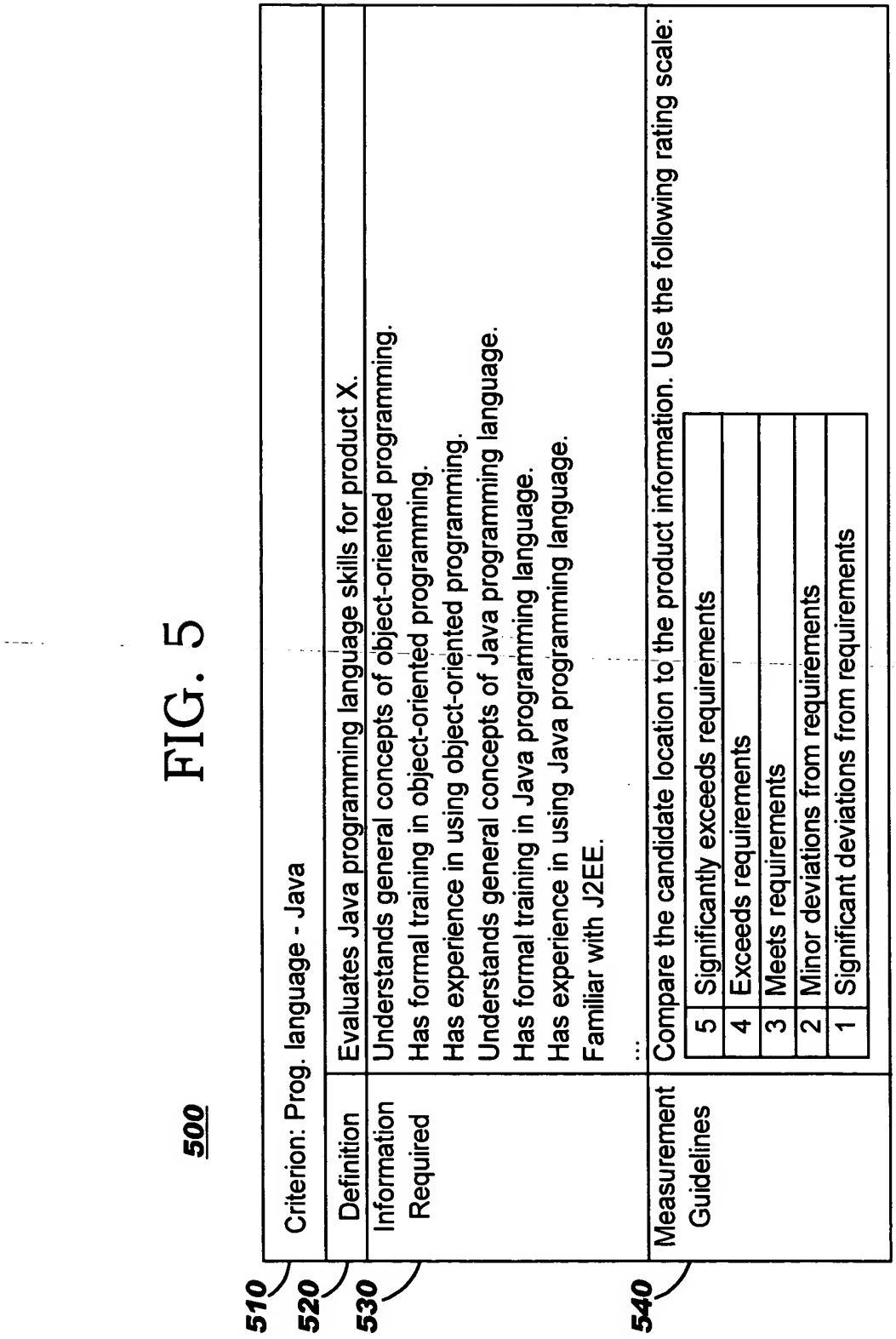

Local Skills
Design/Development
Test
Maintenance/Support
Integration
410
Prog. Language - C
Prog. Language - C++
411 Prog. Language - Java
OS / Windows
OS - Linux
OS - AIX
Language - English
Language - Chinese
Language - Japanese
Overall Marketplace
420
WW Market Opportunity
WW CGR
WW Market Share
Geography Marketplace
430
Market Opportunity
Market CGR
Market Share
Geography Environment
440
Personnel Cost
General Business Cost
Attrition (1=Highest)
Growth Rate
Product Sales/Delivery
450
Share Integration, Support, and Sales Force
Share Business Partners
Share Spiral Partners
Competitors Strength
460
WW
In Geography Market
Ingrained in competitive technology

FIG. 5


500
510
Criterion: Prog. language - Java
520
Definition
Evaluates Java programming language skills for product X.
530
Information Required
Understands general concepts of object-oriented programming.
Has formal training in object-oriented programming.
Has experience in using object-oriented programming.
Understands general concepts of Java programming language.
Has formal training in Java programming language.
Has experience in using Java programming language.
Familiar with J2EE.
...
540
Measurement Guidelines
Compare the candidate location to the product information. Use the following rating scale:
5 Significantly exceeds requirements
4 Exceeds requirements
3 Meets requirements
2 Minor deviations from requirements
1 Significant deviations from requirements

600

FIG. 6

Product Profile		
		Local Skills
601	5	Design/Development
	3	Test
	3	Maintenance/Support
	2	Integration
	2	Prog. Language - C
	2	Prog. Language - C++
	5	Prog. Language - Java
	5	OS / Windows
	5	OS - Linux
	3	OS - AIX
602	5	Language - English
603	1	Language - Chinese
	1	Language - Japanese
		Overall Marketplace
604	3	WW Market Opportunity
	3	WW CGR
	2	WW Market Share
		Geography Marketplace
		Market Opportunity
		Market CGR
		Market Share
		Geography Environment
		Personnel Cost
		General Business Cost
		Attrition (1=Highest)
		Growth Rate
		Product Sales/Delivery
	2	Share Integration, Support, and Sales Force
	3	Share Business Partners
	2	Share Spiral Partners
		Competitors Strength
	4	WW
	3	In Geography Market
		Ingrained in competitive technology

410 420 430 440 450 460

FIG. 7

710 Market Share	700 720 Revenue	730 Reduce Costs	Local Skills
0.4	0.4		Design / Development
0.5	0.5		Test
0.4	0.4		Maintenance / Support
0.5	0.5		Integration
0.6	0.6		Prog. Language - C
0.5	0.5		Prog. Language - C++
0.5	0.5		Prog. Language - Java
0.5	0.5		OS - Windows
0.6	0.6		OS - Linux
0.6	0.6		OS - AIX
0.6	0.6		Language - English
0.5	0.5		Language - Chinese
0.5	0.5		Language - Japanese
			Overall Marketplace
0	0	0	WW Market Opportunity
0	0	0	WW CGR
0.2	0.2	0.1	WW Market Share
			Geography Marketplace
0.2	0.6	0	Market Opportunity
0.2	0.6	0	Market CGR
0	0.9	0.1	Market Share
			Geography Environment
0	0.1	0.7	731 Personnel Cost
0	0.1	0.7	General Business Cost
0.1	0.1	-0.7	732 Attrition (1=Highest)
0.4	0.4	0.5	Growth Rate
			Product Sales / Delivery
0.4	0.6	-0.3	Share Integration, Support, and Sales Force
0.6	0.4	0.8	Share Business Partners
0.7	0.5	0.8	Share Spiral Partners
			Competitors Strength
-0.3	-0.3	-0.2	WW
740 -0.7	-0.7	-0.3	In Geography Market
750 0.5	0.5	0.3	Ingrained in competitive technology

FIG. 8

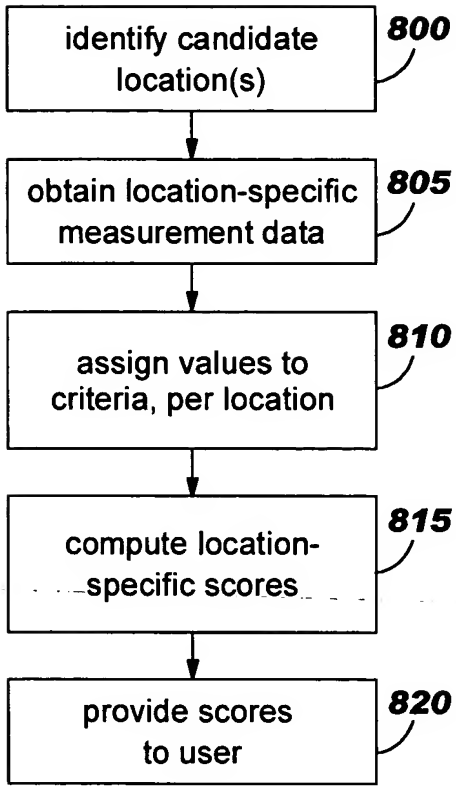

identify candidate location(s)
800
obtain location-specific measurement data
805
assign values to criteria, per location
810
compute location-specific scores
815
provide scores to user
820

FIG. 9

900 Geo. Profile A	Geo. 910 Profile B	
		Local Skills
3	2	Design / Development
5	3	Test
4	2	Maintenance / Support
3	1	Integration
4	2	Prog. Language - C
4	2	Prog. Language - C++
3	4	Prog. Language - Java
3	2	OS - Windows
901 3	3 911	OS - Linux
3	3	OS - AIX
3	2	Language - English
5	2	Language - Chinese
1	5	Language - Japanese
		Overall Marketplace
		WW Market Opportunity
		WW CGR
		WW Market Share
		Geography Marketplace
902 5	4	Market Opportunity
5	4	Market CGR
2	2	Market Share
		Geography Environment
2	2	Personnel Cost
3	3	General Business Cost
2	3	Attrition (1=Highest)
5	5	Growth Rate
		Product Sales / Delivery
5	2	Share Integration, Support, and Sales Force
1	3	Share Business Partners
1	2	Share Spiral Partners
		Competitors Strength
		WW
903 1	4 913	In Geography Market
3	3	Ingrained in competitive technology

FIG. 10A

	1000	1010
	Skills Gap	
	2	3
1001	0	0
	0	1
	0	1
	0	0
	0	0
	2	1
	2	3
	2	2
	0	0
	2	3
1002	0	0
	0	0

FIG. 10C

	1100	1110
	Opportunity Gap	
	2	1
1101	2	1 1111
	2	1
	0	0

FIG. 10E

	1180	1190
1200	7.07	6.37
1210	8.99	7.83
1220	3.33	3.51
1230	4	2
1240	10	14

FIG. 10B

	1020	***1030***	***1040***	***1050***	***1060***	***1070***	
	Score A	Score B	Score A	Score B	Score A	Score B	
	1.5	1	1.5	1	0	0	
	2	2	2	2	0	0	
	2.5	2	2.5	2	0	0	
	3	2.4	3	2.4	0	0	
	2.5	2.5	2.5	2.5	0	0	
	2.5	2.5	2.5	2.5	0	0	
	1.5	2	1.5	2	0	0	
	1.8	1.2	1.8	1.2	0	0	
	1.8	1.8	1.8	1.8	0	0	
	3	3	3	3	0	0	
	1.5	1	1.5	1	0	0	
	2.5	2.5	2.5	2.5	0	0	
	2.5	2.5	2.5	2.5	0	0	
Subtotal	28.60	26.40	28.60	26.40	0.00	0.00	***1080***
Normalized	2.20	2.03	2.20	2.03	0.00	0.00	***1090***

FIG. 10D

	1120	1130	1140	1150	1160	1170
	1	0.8	3	2.4	0	0
	1	0.8	3	2.4	0	0
	0	0	1.8	1.8	0.2	0.2
Subtotal	2.0	1.6	7.8	6.6	0.2	0.2
Normalized	0.67	0.53	2.60	2.20	0.07	0.07
	0	0	0.2	0.2	1.4	1.4
	0	0	0.3	0.3	2.1	2.1
	0.2	0.3	0.2	0.3	-1.4	-2.1
	2	2	2	2	2.5	2.5
Subtotal	2.2	2.3	2.7	2.8	4.6	3.9
Normalized	0.55	0.58	0.68	0.70	1.15	0.98
	2	2	3	3	-1.5	-1.5
	1.8	3	1.2	2	2.4	4
	2.8	3.5	2	2.5	3.2	4
Subtotal	6.6	8.5	6.2	7.5	4.1	6.5
Normalized	2.20	2.83	2.07	2.50	1.37	2.17
	1.4	-0.7	1.4	-0.7	0.6	-0.3
	1.5	1.5	1.5	1.5	0.9	0.9
Subtotal	2.9	0.8	2.9	0.8	1.5	0.6
Normalized	1.45	0.4	1.45	0.4	0.75	0.3